

GOVERNMENT THAT WORKS!

NEW JERSEY DEPARTMENT OF THE TREASURY

LOCAL GOVERNMENT BUDGET REVIEW

TOWNSHIP OF WILLINGBORO
BOARD OF EDUCATION

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GOVERNMENT THAT WORKS

OPPORTUNITIES FOR CHANGE

The Report of the Willingboro School Budget Review Team

New Jerseyans deserve the best government that their tax dollars can buy. Governor Christie Whitman is committed to make State government smaller, smarter, and more responsive, by bringing a common sense approach to the way government does business. It means taxpayers should get a dollars' worth of service for every dollar they send to government, whether it goes to Trenton, their local town hall or school board.

Government on all levels must stop thinking that more money is the solution to their problems, and start examining how they spend the money they have now. The state's taxpayers cannot afford to keep sending money to their government. It is time for government to do something different.

There is no doubt that local government costs -- and the property taxes that pay for them -- have been rising steadily over the last decade. Until now, the State has never worked with school districts to examine what is behind those rising costs. That is why the Local Government Budget Review Program was created by Governor Whitman and State Treasurer Brian W. Clymer. Its mission is simple: to help local governments find savings, without compromising the delivery of services to the public.

The Local Government Budget Review Program fulfills a promise Governor Whitman made in her first budget address, when she offered the State's help to local governments looking to cut costs. This innovative approach combines the expertise of professionals from the Department of Treasury, Community Affairs and Education, with team leaders who are experienced local government managers. In effect, it gives local governments a management review and consulting service provided to them at no cost by the state.

To find those "cost drivers" in local government, the teams will review all aspects of the local government operation, looking for ways to improve efficiency and reduce costs. The team will also document those State regulations or legislative mandates which place an unnecessary burden on local governments, and suggest which ones should be modified or eliminated. Finally the teams will also note where a local government is utilizing "Best Practices" -- cost-saving measures that other municipalities may want to emulate, and deserve recognition.

This intensive review and dialogue between local officials and the review team is designed to produce significant insight into what factors are driving the costs of local governments, and provide the necessary tools to bring meaningful property tax relief to the State.

**COMPARISON OF BUDGET APPROPRIATIONS, STATE AID, AND
LOCAL TAX RATE WITH RECOMMENDED REDUCTIONS IN THE
WILLINGBORO TOWNSHIP BOARD OF EDUCATION**

A.	Administration	\$ 73,340
B.	Business Administrator's Office	\$141,100
C.	Food Service	\$459,312
D.	Personnel Policies	\$242,000
E.	Custodial Services	\$666,016
F.	Transportation	\$ 68,417
G.	Public Information	\$ 50,000
H.	Data Processing	\$ 90,000
I.	Board Expenses	\$ 15,000
J.	Investment Income	\$ 10,300
TOTAL		\$1,815,485

Total Amount to be Raised for School Tax	\$13,408,391
Savings as a % of School Tax	13.5%
Total Budget (FY94)	\$51,503,999
Savings as a % of Budget	3.5%
Total State Aid (FY94)	\$32,601,513
Savings as a % of State Aid	5.6%

**LOCAL GOVERNMENT BUDGET REVIEW
WILLINGBORO TOWNSHIP BOARD OF EDUCATION
EXECUTIVE SUMMARY**

A. Administration

Elimination of the duplication of the business administrator and board secretary positions by merging both positions into a single job function will produce an annual savings of \$73,340.

B. Business Administrator's Office

Reduction in the staff and reassignment of work within the Business Administrator's Office will produce savings in the amount of \$141,100.

C. Food Service

The school district should end its subsidy of school lunches by submitting the lunch program to the competitive private market. Elimination of the food subsidy, coupled with the anticipated income, should produce a net value to the taxpayer of \$459,312.

D. Personnel Policy

Elimination, through negotiation, of the payment of longevity benefits for employees based solely on their years of service to the district will produce annual savings of \$242,000.

E. Custodial Services

The district should seek to obtain competitive private contracts for custodial services for all district facilities. The cost of building maintenance should be reduced by \$666,016.

F. Transportation Overtime

The payment of overtime in excess of the requirements of the Federal Fair Labor Standards Act should be eliminated through negotiation. Elimination of overtime to drivers working less than 40-hours per week, would save \$68,417.

G. Information and Security

The two person Public Information staff should be reduced to provide savings to the taxpayers of \$50,000.

H. Data Processing

The Data Processing Department of the school district should be reduced to provide no more than three full-time positions, saving the taxpayers \$90,000.

I. Board Expenses

The Board of Education should set an example for the entire school district by curtailing their expenditures for board-related expenses. Savings of \$15,000 may be achieved.

J. Investment Income

The use of appropriate cash management and investment programs for all funds could produce additional investment income of \$10,300.

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OPPORTUNITIES FOR CHANGE

The Report of the Willingboro Township Board of Education Budget Review Team

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THE REVIEW PROCESS

In order for a town, county or school district to participate in the Local Government Budget Review Program, a majority of the elected officials must request the help through a resolution. There is a practical reason for this: to participate, the school board must agree to make all personnel and records available to the review team, and agree to an open public presentation and discussion of the review team's findings and recommendations.

As part of the review of Willingboro schools, team members interviewed each elected official, as well as school employees, appointees and contractors. The review team examined current collective bargaining agreements, school audits reports, public offering statements, annual financial statements, the school code and independent reports and recommendations previously developed by the community. The review team physically visited and observed the work procedures and operations throughout the school to observe employees in the performance of their duties.

In general, the review team received the full cooperation and assistance of all employees and elected officials. That cooperation and assistance was testament to the willingness on the part of most to embrace recommendations for change. Those officials and employees who remain skeptical of the need for change or improvement will present a significant challenge for those committed to embracing the recommendation outline in this report.

OVERVIEW

Willingboro is almost exclusively residential (11,044 residential units) with a minimal commercial development area and a fully developed suburban environment which encompasses approximately 95-97% of the entire land mass of the township. The township has grown from a colonial farming community to a fully developed suburban bedroom community which currently has a population of 36,291 residents and a density of 4,711 persons per square mile. The commercial areas that exist in town are small pockets of service related industries and two shopping areas. An industrial park with light industry is located within the community.

The township will experience little growth, as of 1990 there are 199 vacant parcels of land awaiting development. Willingboro Township was one of the first planned unit development's to have occurred in the State of New Jersey. In the 1940's and 50's the Leavitt Corporation purchased the majority of the land and extensively built unit developments. The community was intended to become a suburban residential community with little industry, and as such, the city does not have a broad-based commercial zone to provide property tax relief. The school district is a K-12 school system, which has experienced a relatively high degree of success in its academic preparation of its students.

The Board of Education employs a staff of 936 to educate 5,857 students, operating nine schools with a surplus of three schools. The three schools not presently in use for public education are being used for storage and private educational enterprises which generate rental income to the District. The review team believes that this inventory of building space is a significant asset of the community and should be reviewed for its potential to benefit the entire Township.

BEST PRACTICES

I. DISTRICT TESTING INSTITUTE

The superintendent has instituted an innovative program which is designed to improve test scores for the students in the Willingboro Public Schools. The program, Willingboro District Testing Institute, consists of the following:

a. District Wide Telephone Tutorial Message Service - This is designed to improve communication on homework and provides a toll free number which allows the student or parent to talk to a certified teacher concerning homework assignments. It is offered 24 hours a day, seven days a week and it is an innovative idea permitting students to get immediate professional help.

b. Teleconference and Video Phone Sub-Tutoring - This program permits the student to electronically attend a HSPT or SAT prep course prior to the test date, and permits the student to understand the aspects of the testing prior to the actual test itself. This has proven to be a successful methodology for improving standardized test scores.

c. Drexell University Cooperative Program - This highly innovative and very successful program was established in partnership with Drexell University and selected corporations in and around the Willingboro area to provide tutorial mathematics programs for 6th grade students. Six students from each of the seven elementary schools are selected via lottery to visit the Drexell campus for math tutoring from October to May. Recognizing the downturn in mathematics scores nationwide, this program provides excellent support to the teaching program.

d. Community Volunteer Program - This program recruits retired people and staff members to volunteer to work with students. It provides hands-on training which complements the normal classroom time.

e. HSBT/Early Warning Test Before School After School Preparation Program - This is a volunteer program by teachers which provides for additional help in preparing for these tests. The most commendable point is that all the activities are educationally driven, pupil centered and at no cost to the Board of Education or community as a whole. This is a highly innovative program and the district should be commended for it.

II. *VIDEO SURVEILLANCE*

The district provides for the installation of a video camera in school buses where the bus drivers have identified behavior problems. This allows the district to visually demonstrate to parents the children that have misbehaved while on school transportation. This highly successful system has improved safety and security on school buses.

GENERAL RECOMMENDATIONS

These recommendations are made by the review team to school management for the purpose of improving the overall management practices and to promote economic effectiveness of the school district as a whole. These comments address the significant cost drivers which impact on the total cost of education.

A - Administrative Costs

A review of the school report card for 1993-94 indicates that the district spends 25.1% of its budget on administration, against the state average of 21.4%. Conversely, the school spends 57.3% of its budget on instruction versus the state average of 60.4%. The team strongly urges that the district immediately take all necessary steps to address this issue.

The board and administration should assume the district as a whole is overstaffed. There are currently 964 employees serving 5,857 students for the school year ending June 30, 1994. The team researched similar districts, including enrollment and community demographics and found that Millville had 724 employees for its 5,587 students, while Montclair had 677 employees for its 5,877 students. As outlined in the attached chart, the review found a disturbing correlation between the level of state aid, the level of staffing, and the commitment to innovative cost containment. Of the three schools, Willingboro spends the most per pupil, and receives the most State aid. State aid accounts for more than 63% of Willingboro's school budget.

When the team requested an organizational chart, it had to wait six or seven days while it was prepared. It is clear that the administrative structure has not focused on efforts to control or reduce the size of the non-teaching staff.

B - Accounting and Financial Reporting

New Jersey State statute N.J.S.A 18A:4-14 requires that as of July 1, 1993 all school districts were to have implemented a double entry bookkeeping system in accordance with generally accepted accounting principles (GAAP). Our review determined that GAAP had not been implemented and as a result, the board secretary reports were prepared on the old accounting system for 1993-94. The school business administrator and chief accountant said the delay was due to bankruptcy of their GAAP software vendor. Further review by the team, however, showed that the same vendor's systems have successfully been implemented in other districts. It is recommended that the board immediately assure that this is completed. Based upon the review of the auditors billings, the board will spend an additional \$4,000 for the fiscal year audit ending June 30, 1994 due to this lack of GAAP implementation.

C - Purchasing-Inventory Control

Our review of the purchasing function revealed that although a separate centralized purchasing function exists, supplies and equipment are purchased as incidentals without any prior approval or input from the purchasing director. This practice defeats the purpose of the internal control procedures designed by the board. Several purchases, such as computer equipment, were not processed through the purchasing system and were not properly documented through a purchase order.

As an example of poor inventory control, the team observed that 12 computers have sat in the warehouse for the last 10 months. Using an average of \$1500 per system, this means the district spent \$18,000 for computer equipment that it apparently does not need.

The team recommends that the Board impose a freeze on equipment purchases and reduce spending on supplies to an absolute minimum. This should be done to allow a complete inventory and to provide an accounting of all existing equipment.

D - Telephones

The team attempted to account for and review the cost of personal phone calls made by the employees. That review determined that there was no standard operating procedure to track the cost or the number of personal phone calls. The team conducted an extensive review of long distance telephone calls for the period from July 1993 to June 1994, which revealed that the calls were made to almost 30 different states. The average number of telephone calls per month were as follows: 1,715 day time interstate phone calls, 75 evening interstate phone calls and amazingly enough, 50 interstate phone calls placed on weekends. This meant employees spent an average of 5,325 minutes a month on long distance phone calls. A review of just two months (July and August 1994) indicated that \$16,170 of long distance phone calls were made outside of normal business hours. Our review indicated that no formal routine procedure exists for reimbursement to the district for personal calls.

We strongly recommend that a telephone audit program be initiated and that immediate steps should be taken to log and control all telephone expenditures. These services are available through the state contract service and should be immediately instituted. The district should immediately implement a system to review its telephone costs and to require staff to promptly reimburse the taxpayers for any personal calls.

E - Facilities Utilization

The team, in its review of the operations of the Township of Willingboro, noted a problem in its current library facilities. As a result of the review and discussions with the Burlington County Library System, it is recommended that the existing library facilities be replaced with a branch of the Burlington County Library.

The team conducted a review of available buildings within the Township of Willingboro to determine whether space was available for the establishment of a branch of the Burlington County Library. The team determined that the existing south wing of the vacant Stuart School could provide an excellent facility for the County library branch. The team visited the Stuart School and found that the southerly wing was a former elementary school library. This space was adjacent to many empty classrooms and open space which could provide for a library.

The team strongly recommends that the Willingboro Township Board of Education consider dedicating the needed space in Stuart School to the Township of Willingboro. This transfer of property should be at no cost to the taxpayers, as the schools are public facilities for the benefit of all taxpayers. It should be remembered that as the buildings are debt free, this transfer would, aside from remodeling costs, provide a facility with adequate space and parking without significant cost to the taxpayers. The team strongly recommends that the School Board initiate this action for the benefit of the entire township.

As a result of discussions with both Township and Board of Education members, the team feels the discussion should go beyond the Stuart School. It is important that both elected bodies recognize that each asset of the township exists for benefit of all taxpayers and not solely the School Board or Township Council. We commend the school district for its effort to generate revenue by the rental of its considerable vacant spaces. However, a real need for municipal services exists in the community. The team strongly recommends that this issue be closely reviewed by the board and that a subcommittee be appointed by the board president to discuss with the township the most appropriate and beneficial use of all public buildings by both organizations. The School Board and Township Council must recognize that they serve identical constituents and must work together to ensure the best value for those taxpayers.

F - Shared Services

1. Purchasing

The team has identified a unique opportunity for all three public entities that serve the population of Willingboro Township to generate cost savings and provide immediate tax relief through the development of a single centralized purchasing system. The township is served by three completely independent governments: the Board of Education, Municipal Utilities Authority and the Township. We determined that \$667,500 worth of goods or services were purchased by the authority, approximately \$2,545,000 by the township, and approximately \$2,748,000 worth of goods or services were purchased by the school district. The combined expenditures for goods or services for all three entities was \$5,960,500.

Discussions with the Municipal Utilities Authority revealed that due to the scope of their operations, the Executive Director was required to handle the purchasing function directly with the department heads. Our review of both the school district and township revealed that a purchasing system was in place for both entities. The township, however, does not currently have a purchasing officer to ensure that all available discounts are taken, solicit quotes, and combine proposed expenditures to achieve economies of scale. While the school district maintains a purchasing officer, our analysis indicated that many expenditures in the district were done around the purchasing office.

A unique opportunity for municipal-wide shared services of purchasing exists in Willingboro. As an initial step, it is strongly recommended that all three public entities (MUA, Township, School District) form a joint study team, including the executive director, school business administrator and township manager to establish a township-wide purchasing system.

As a first step, the study team should identify existing inventories and analyze purchases over the past several years. A physical inventory of all equipment, office machinery, furniture and fixtures should be taken to identify possible common ordering pools for purchases and bids. Strict purchasing guidelines will have to be put in place. The school's central warehouse and supply facility should be reviewed for its potential to serve all three entities. We acknowledge the differences which exist between the purchasing regulations governing each entity and have made recommendations for a review of those statutes to ease the development of this unified purchasing system.

2. Vehicle Maintenance

The team also reviewed whether all three entities could share vehicle maintenance costs.

The Willingboro Township Municipal Utilities Authority spends approximately \$40,000 annually on vehicle maintenance. The Board of Education spends approximately \$284,790, with a staff of three mechanics and a supervisor to maintain 54 school buses, vans, tractors and grounds maintenance equipment. The police department has one police officer performing vehicle maintenance and utilizes other contractual services, costing \$68,500. Public Works employs two mechanics to maintain more than 70 vehicles including tractors, riding mowers, trailers, one street sweeper and other township cars and trucks at an annual cost of \$115,000 in salaries and benefits.

The gross amount spent township wide for vehicle maintenance is approximately \$508,290 to maintain a fleet of approximately 200 pieces of motorized equipment.

The same steering committee of the executive director, school business administrator and town manager should be empowered by the elected and appointed boards to review this concept.

We noted that the school operates an existing bus garage with mechanics and supervisors. More importantly, a review of that transportation facility showed that management and information systems were in place to provide for ongoing vehicle maintenance records management. A job order ticket system would allow vehicle maintenance costs to be properly charged to the various entities. It is recommended that the existing vehicle maintenance facility of the schools be examined for the potential of performing all vehicle maintenance for the township, school district, and utilities authority.

FINDINGS AND RECOMMENDATIONS

Our review of school operations and budget expenditures produced the following findings and recommendations which relate to specific areas of operation:

A. ADMINISTRATION

The team conducted an extensive review of the statistical base of the Willingboro Board of Education for the past five (5) years, and found the following:

1. Student enrollment decreased by 13%;
2. State aid increased by 11.65%;
3. Local taxes increased by 16.53%;
4. Total expenditures increased by 19.72%
5. Total number of employees increased by .5%.

In addition, the team looked at other school districts to try to identify optimum staffing levels for Willingboro. For example, neighboring Pemberton Township School for fiscal year 1993 spent 17.7% of its total budget on administrative costs, Montclair spent 22.7% and Millville spent 23.4%, while Willingboro spent 25.1% of its budget on administrative costs. The decentralization and size of the administration has resulted in too many departments, too many department heads and department staff. For example, the Willingboro Board of Education maintains separate functions and offices for the board secretary and business administrator.

ADMINISTRATION RECOMMENDATION

We recommend the elimination of the board secretary's office and the merger of the Board Secretary with the Business Administrator. Our review of the work performed by these staff members confirmed our suggestion that these positions can be consolidated. We further recommend the job description of the business administrator/board secretary be revised to include the election function and all duties presently performed by both employees. This would result in an annual savings of \$73,340.

B. BUSINESS ADMINISTRATORS OFFICE

The current business administrator's office employs 12 individuals working at an annual cost for salaries and benefits of approximately \$430,000. The business office is staffed with employees with clerical/secretarial backgrounds rather than accounting backgrounds. The payroll function alone costs the district \$67,650, which seems to be excessive when compared to similar districts.

BUSINESS ADMINISTRATOR'S OFFICE RECOMMENDATION

The board should consider hiring a private payroll processing agency. The business office currently employs three payroll clerks. Conversion to a private payroll processing agency would require the services of only one payroll clerk and would also reduce the workload in the data processing department. The remaining two payroll positions should be trained for GAAP accounting and general bookkeeping. The business office should be redesigned to provide for a reduction of up to five staff. The reduced operation should be able to effectively manage the business of the district. It is believed that this will result in an annual savings of \$141,100 in wages and benefits.

C. FOOD SERVICE

The Willingboro Board of Education provides food services, utilizing 56 food service employees distributed among the schools and a central kitchen located at the Leavitt Building.

The district served 477,312 lunches for school year ending June 30, 1994. The review team calculated that the labor cost per meal was \$2.01. Compared to the current 1994-95 charge per meal of \$1.35/elementary students and \$1.60/secondary students, that means the district lost money on each and every meal. In fact, the District lost \$327,066 on food service for 1993-94. While it is common for food services to operate at a deficit, it is always preferable for a district to take steps to provide cost controls to eliminate deficits and ensure that all funds are used for educational purposes.

We also noted that the district does not take advantage of allowable discounts for prompt payment. A review of Marsin Industries purchases, for example, indicated that \$500 in discounts were not taken. Similarly bulk purchase opportunities for bakery goods, ice cream, and fresh products were not taken.

FOOD SERVICE RECOMMENDATIONS

The team reviewed the records of the board office and reviewed a 1992 proposal concerning privatization of the food service. If the district had awarded the most favorable bid they would not have lost \$327,066 on food service for 1993-94. Instead, it would have realized a net profit of \$132,246. More than 200 school districts in New Jersey contract for food service and have done so successfully.

The district could have reduced the appropriation for food service by \$327,066, while adding an item of revenue in the amount of \$132,246. This change would have a net impact to the taxpayers of \$459,312. The team recommends that the District take immediate steps to competitively contract this service.

D. PERSONNEL POLICIES

A review of the personnel policies showed that during fiscal year 1994 the board paid \$242,000 in longevity pay beyond the negotiated salary scale. Longevity pay is paid in addition to the negotiated salary solely on the basis of the length of service by the employee. The team canvassed many school districts and could find few school districts in the State of New Jersey which offer longevity pay to their employees in addition to the salary scale.

PERSONNEL POLICIES RECOMMENDATION

All employees in the district are represented by bargaining units. Recognizing the absence of longevity pay for most other education system employees in the State of New Jersey, the district should reduce, through negotiation, the cost of longevity pay. Elimination of this benefit over time would result in an annual savings of \$242,000.

E. CUSTODIAL SERVICES

The team reviewed the districts custodial services. A review of all buildings show that the district has 922,115 square feet of building area. When calculated against the custodial care salaries and wages of \$2,279,777, the square foot cost of \$2.47 was established as the labor cost of building care.

The team reviewed outstanding custodial bids from other school districts, state agencies and other municipalities and found that those quotes range from \$.75 to \$1.75 per square foot. Using the \$1.75 cost per square foot, the team established a target budget of \$1,613,701 for custodial care. This is \$666,016 less than the current budget.

CUSTODIAL SERVICES RECOMMENDATION

The district should immediately work with its custodial staff to bring the cost of maintenance in line. Competitive contracts should be solicited in order to develop a specific budget target for Willingboro. The cost of building maintenance should be reduced by \$666,016.

F. TRANSPORTATION OVERTIME

The team discovered that during fiscal year 1993-94, \$205,250 was paid in overtime pay to bus drivers for normal operations during the year. All sixty (60) drivers are considered part-time and as such should not receive overtime unless they work in excess of forty (40) hours in a week, pursuant to the Federal Fair Labor Standards Act.

TRANSPORTATION OVERTIME RECOMMENDATION

The district should negotiate a payment system which does not pay overtime before forty (40) hours. Payment of time and one half to employees before they work 40 hours should be ended. This would result in a savings of \$68,417 annually.

G. PUBLIC INFORMATION & SECURITY OFFICE

The district currently maintains a public information and safety security office. This office includes two public information employees and a security officer. The annual cost of salaries and wages to the district is \$105,000, including benefits.

The team looked at other school districts to see how similar school districts provided these services.

PUBLIC INFORMATION RECOMMENDATION

The team believes that the board has overstaffed the public information office. Two staff positions in a school district of this size seems excessive.

We recommend that the public information office be reduced to one employee, resulting in an annual savings of \$50,000.

H. DATA PROCESSING, COMPUTER COORDINATION AND INVENTORY CONTROL

This department includes five individuals at an annual cost of \$236,600, including salaries and benefits.

We reviewed the job descriptions of the micro computer service and data processing managers, which reveal overlapping job responsibilities. In addition, we believe that the inventory control position need not be a full-time position and can be consolidated with other job functions.

DATA PROCESSING, COMPUTER COORDINATION AND INVENTORY CONTROL RECOMMENDATION

We have recommended that the data processing office be redesigned to provide for three (3) full-time positions: one data processing micro computer services manager, one programmer analyst inventory control officer, and one data entry clerk. This would result in an annual savings of \$90,000.

I. BOARD EXPENSES

The team looked closely at the board expenses and conducted interviews with the board members. We looked at the spending of the board members accounts themselves. Our review of expenditures for the Board of Education services, which were reported as costs incurred by the Board members, revealed that the total amount charged to board members amounted to approximately \$30,000. In our opinion, these amounts are excessive. We were informed by several Board Members that they are not fully advised as to whether all the charges were directly incurred by them or if expenses from other budget areas were charged to this account.

BOARD EXPENSES RECOMMENDATION

Board member expenses should be frozen and all spending be reviewed to provide leadership in the control of expenditures by the Board. It is believed that appropriate controls could bring approximately \$15,000 of savings to the district.

J. INTEREST INCOME

The team conducted a close review and prepared a computerize cash flow model of the investment income program of the Willingboro Township Board of Education. In general, the management and investment procedures generated an effective interest income for those accounts that were involved in that effort. However, the team found other accounts that did not participate in the program where additional revenues could be generated.

INTEREST INCOME RECOMMENDATION

The school district immediately proceed to invest all available funds through their cash management and investment program. This will maintain liquidity to meet the cash needs of the district, while generating an additional \$10,300 a year in interest income.

STATUTORY AND REGULATORY REFORM

It is common for school officials to blame tax increases on "state mandates." Each local budget review team is charged with the responsibility of identifying regulatory or statutory mandates that have an adverse impact on the cost of local government. The findings summarized below will be reviewed by the appropriate state agency for the purpose of initiating constructive change at the state level.

1. Local government participants in the State Health Benefits program do not have any discretion in setting the level of benefits provided to employees who work in excess of 20 hours per week. This is well below the 35 hours per week that the State has set as the definition of full-time employment and eligibility for full family coverage.

Local governments could be given, by regulatory action of the State Health Benefits Commission, the right to define full-time employment and full family coverage at a level above the present 20 hours per week. The Willingboro Board of Education would save in excess of \$100,000 if it was able to provide employee only coverage to employees who work between 20 and 35 hours per week.

LOCAL GOVERNMENT BUDGET REVIEW

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